

## *Transcript*

**Manager:** Hello, Tony. Please have a seat. How are you today?

**Tony:** To be honest, a little nervous.

**Manager:** That's normal. Everybody is a little nervous before their review. So, Tony, you've been with us for 5 years now and we really appreciate your work. You have good relationships with our customers and with your colleagues here in the office.

**Tony:** Thank you.

**Manager:** Overall, your performance this year has been satisfactory, and I am pleased about that. In fact, some areas of your performance are excellent . . . but there are some areas that could be improved.

**Tony:** Satisfactory? Hmm... well, all the customer surveys show that customers are very happy with my service!

**Manager:** Yes, that's true. Our customers are very happy with the service you are giving them. The only problem is with the efficiency of your work. This year, you're spending more time on the phone with individual customers. Last year, you were handling around 11 calls per hour but this year it's around 7 calls. Because of that, we've had to hire more workers to answer all the extra calls we are getting.

**Tony:** I understand, but my job is to keep customers happy, and they are happy.

**Manager:** Yes, I understand what you are saying. But as a manager, I have to think about costs. And this year we are spending around 30% more on customer service. So, you should try to improve the quantity of calls that you are able to handle. This is the only thing you need to work on. Like I said, when it comes to keeping our customers happy, your work is excellent. So, if you like, I'd be happy to sit down with you and discuss how you can improve efficiency and continue to deliver excellent customer service at the same time.

**Tony:** OK, that sounds fair. Will I get a salary increase this time?

**Manager:** Yes, we're going to increase your salary by 7 percent. **Tony:** To be honest, I expected a little more, but ...

**Manager:** Tony, I think you have a lot of potential. If we can find a way to increase the quantity of your calls and keep the same level of quality, we'll be able to offer you more next time.

**Tony:** OK, that sounds fair. I think.

**Manager:** Thank you, Tony. So, let's arrange a meeting to discuss the situation further.